

~~CONFIDENTIAL~~ER 3991-89
2 October 1989

MEMORANDUM FOR: General Counsel

FROM: Deputy Director for Planning and Coordination

SUBJECT: Personnel Evaluation Board (PEB)

1. During my service on the PEB for over two years, I developed both a great respect for the process and a concern that too few of the lessons learned are brought to bear in management training and employee development. Further, I am struck by the notion that most PEB cases are brought because corporate equities are involved, rather than narrow concerns about poor performance, etc.

2. I have raised informally with the Executive Committee members the notion that the PEB be reconfigured and that its "chain of command" be revised. The lower level Employee Review Panel might remain as presently constituted, but the PEB would have a voting member from each Directorate to share formally in the interpretation of Agency policy, regulations, and precedent. (The current PEB members might remain as "members," or might become the senior staff present to advise a Board of only directorate representatives.) The Chairmanship of the Board would be the Deputy Director for Planning and Coordination, in order to represent the PEB as a corporate body. (Chairmanship by the D/OP with D/OMS, D/OS, DC/CIC, D/EEO, GC, etc., as members makes the process look more like a DDA technical review, even though the head of a career service ultimately must sign off on recommended action.)

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3. Is there anything in the above notion that is prohibited by regulation? Would there be any abridgement of due process? Any confusion of command authority or of right of appeal? I'd appreciate your views.

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Gary E. Foster

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